

# Fremont:

## A World Class Site for Major League Baseball

Conceptual Approach to A's Relocation Recommended by City Staff

December 22, 2009

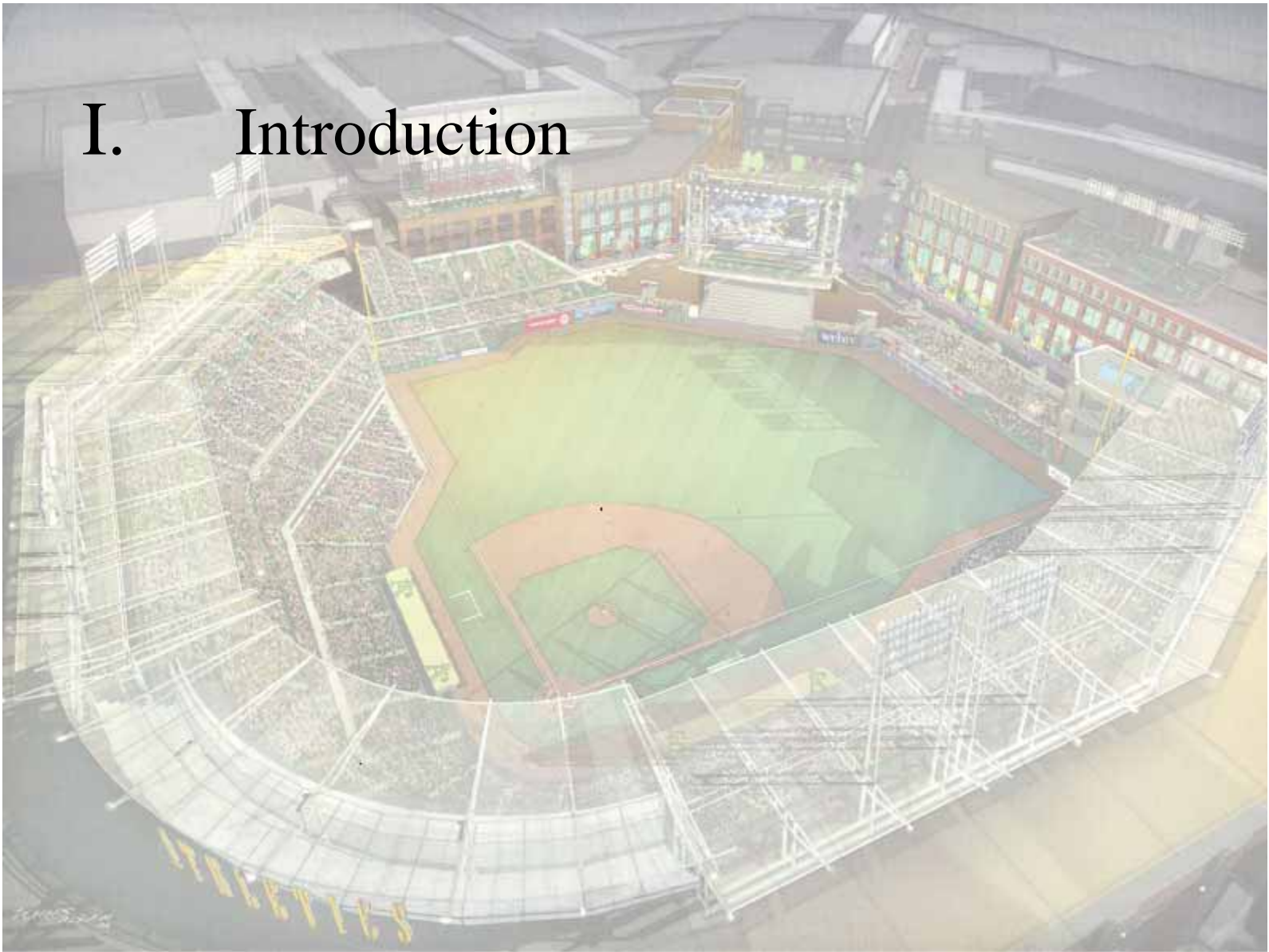


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# I. Introduction



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# I. Introduction to City Staff Approach

Much has changed in Fremont during the past year. With the recent announcement of the impending closure of the New United Motors Manufacturing Incorporated (NUMMI) automobile manufacturing plant, the City realizes that this parcel presents an unparalleled development opportunity for the future of Fremont. This prime Bay Area location, in general, and this site, in particular, are poised for growth. City staff is committed to proposing rezoning the entire area to encourage and facilitate compatible land uses. The NUMMI site is a strong candidate for designation as a “Priority Development Area” by the Association of Bay Area Governments, increasing Fremont’s ability to obtain Federal, State, and regional funding for development projects. This competitive advantage should not be overlooked.

In response to Major League Baseball’s interest in Fremont, staff believes the development of a Major League Ballpark at this prime location presents the unique opportunity to create a catalyst for a sports-oriented urban district. The site offers extraordinary development flexibility with significant land available on, and adjacent to, the NUMMI site.

This site, directly adjacent to the Warm Springs Bay Area Rapid Transit (BART) station and between I-680 and I-880, is easily accessible by A’s fans throughout the East Bay and region.

Relocation of the A’s to this site respects Major League Baseball’s territories and allows the A’s to connect to the East Bay and South Bay (San Jose) markets and fans. Please note that the conceptual approach herein has not been endorsed by City Council. Rather, it presents a potential approach prepared by City staff.

## II. Executive Summary



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## II. Executive Summary

### **Project Overview**

There is broad-based political and community support for redevelopment of the NUMMI site. The proposed Ballpark project could potentially serve as a catalyst for redevelopment of the area and serve as a destination for East Bay and South Bay families and sports fans for years. Below is an overview of the key components of the project:

1. The proposed project would consist of a public/private cooperative effort to develop a 36,000 seat state-of-the-art Major League Ballpark with all necessary on-and off-site infrastructure in place on opening day.
2. The project offers significant opportunities for flexible, phased complementary private real estate development in the near-term future.
3. The public sector would acquire the land, approximately 120 acres (114 owned by NUMMI) adjacent to the Warm Springs BART station.
4. The land to be acquired is essentially vacant and would require minimal demolition.
5. The public sector would provide necessary infrastructure.
6. The A's would be responsible for development of the Ballpark.
7. Ballpark development and related improvements can be completed for the 2015 MLB season, including a recommended public vote in November 2010.
8. The site provides additional opportunities for destination-oriented real estate development.

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## II. Executive Summary

### **Cooperative Endeavor**

The City of Fremont would work with Major League Baseball and the A's to entitle, design, and construct a state-of-the-art Ballpark to open for the 2015 MLB season.

### **The NUMMI Site**

Fremont has a world-class 120+ acre site with excellent access, incredible views, ample parking potential, ease of constructability and future compatible development potential. Nowhere else in the region or State is there a more desirable, large and highly accessible piece of property. The site offers extraordinary development flexibility.

### **A Broad Base of Support for Revitalization**

There is broad based support from community, local, regional, state and national interests to preserve, retain, reuse, and revitalize the NUMMI property and spur development to create job opportunities and economic benefit for the region. The Ballpark project could benefit from that support.

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## II. Executive Summary

### **Strong Regional Demographics**

The site offers strong demographics within a 30 minute drive:

■	Population	3,076,000
■	Projected Population Growth (2009-2014)	4.3%
■	Average Household Income	\$107,800
■	High Income Households (\$100,000+)	415,000

### **A Vibrant City**

The City of Fremont is home to 213,000 residents. About 44% of adult residents have at least a bachelors degree, and average annual household income is \$122,000, with an estimated aggregate household spending potential of \$2.7 billion. Fremont has a vibrant business community as well, and is home to a broad variety of innovative firms including over 1,200 high tech, life science, and clean technology firms. The City continues to grow even during the downturn, with over 1.2 million square feet currently under construction within one mile of the proposed Ballpark site.



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## II. Executive Summary

### Conceptual Deal Structure

The City negotiating team and the A's had reached preliminary agreement on a conceptual deal structure for the Pacific Commons Ballpark Village project. The deal terms summarized below are generally consistent with the prior discussions:

▪ Annual Rent	\$1,000,000
▪ Ticket Surcharge	\$1.00
▪ Ballpark Revenues	A's
▪ Ballpark Operating Expenses	A's
▪ Ballpark Capital Repairs/Improvements	A's
▪ Municipal Services (Police/Traffic/Fire)	A's
▪ Parking Revenues	75% to A's / 25% to Public Sector

The conceptual deal structure is also consistent with the General Guidelines established by the City Council in connection with the A's Pacific Commons Ballpark Village project.

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## II. Executive Summary

### **Ballpark Ownership and Governance**

Because of the potential involvement of Alameda County in land acquisition and the City's Redevelopment Agency in infrastructure development, a form of public ownership of the Ballpark may be advantageous and the creation of a Joint Powers Authority (JPA) should be considered. The final ownership structure and the purpose, powers and members of the JPA will be mutually determined by the parties.

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## II. Executive Summary

### Conceptual Financing Plan

The public sector would provide the A's with a clean site for the Ballpark and necessary on-site and off-site infrastructure improvements.

### Land Acquisition

The City would approach Alameda County to acquire the land. The County (or JPA) would own the land during the term of the Ballpark lease. Upon termination of the lease, the County would own the land.

### Off-Site Infrastructure – General Projects (Funded)

The City and other public sector sources have approved several major infrastructure projects in connection with the development of the Warm Springs BART extension and other projects. The City and other public sector sources have already committed approximately \$90.6 million to fund these projects. The NUMMI site will benefit from these projects. These projects will be completed by 2014. It is worth noting that the site will also benefit from a number of major infrastructure projects that have recently been completed or will be completed by 2010 totaling in excess of \$220 million.

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## II. Executive Summary

### Conceptual Financing Plan (Continued)

#### Off-Site Infrastructure – General/Project Specific Projects (To Be Funded)

City staff, Gensler (architecture and land use firm) and Bernards (construction and cost estimating firm) have identified a number of off-site infrastructure projects that would support the redevelopment of the NUMMI site in general and the Ballpark project specifically. The costs for these projects have been estimated at approximately \$17 million. The City would fund these improvements through a combination of tax increment, project sources, and other dedicated infrastructure sources.

#### On-Site Infrastructure – General/Project Specific Projects (To Be Funded)

City staff, Gensler and Bernards have identified a number of on-site infrastructure projects that would support the redevelopment of the NUMMI site in general and the Ballpark project specifically. The costs for these projects have been estimated at approximately \$62.2 million. The City would fund these improvements through a combination of tax increment, project sources, and other dedicated infrastructure sources.

#### Ballpark Development

The A's would be responsible for all Ballpark development and construction costs. The City will not provide any direct funding for the Ballpark.

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## II. Executive Summary

### Site Attributes

- World class location with essentially vacant 120 acre parcel.
- The Ballpark site is within 1,800 feet of the Warm Springs BART Station that will open in 2014 as part of the \$890 million extension of BART to San Jose. The additional extension to San Jose will be completed in 2018, only three years after the opening of the Ballpark.
- The site has superior access as it is ideally located between two major interstate highways (I-680 and I-880). The site also has easy access to three international airports.
- With over 500,000 cars traveling along the two adjacent freeways every day, this site is visible to millions of potential viewers and fans.
- Location is accessible to fans from both Alameda County (Oakland) and Santa Clara County (San Jose).

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## II. Executive Summary

### Accessibility

The proposed Ballpark site is highly accessible to fans from throughout the region.

- The Ballpark will be served by the Warm Springs BART station which is currently under construction (to be completed in 2014) and will eventually serve fans from both Alameda County and Santa Clara County. BART trains can transport over 15,000 fans per hour and potentially accommodate a significant share of attendees, particularly when BART expands to San Jose within three years after Opening Day.
- On Opening Day, the Ballpark will have convenient on-site surface parking for 9,500 vehicles within a 5 minute walk.
- Additional Game day parking for 1,500 vehicles will be available at the Warm Springs BART Station within a 5-10 minute walk.
- Substantial additional parking opportunities can be provided on adjacent and nearby parcels.
- The Ballpark site has multi-point access to two interstate freeways with 16 lanes immediately adjacent to the site (I-880 and I-680), both of which have been recently upgraded.
- Both freeways have uncongested peak-period carpool lanes providing excellent capacity for the nearly 90% of drivers who will carpool to the Ballpark.

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## II. Executive Summary

### Parking

- The Ballpark site contains approximately 120 acres, of which over half is existing paved surface that requires resurfacing only, avoiding new storm water treatment requirements.
- On Opening Day, 95 acres of land are available for on-site parking.
- Using a very generous parking ratio of 100 spaces per acre, 9,500 spaces will be provided on Opening Day – 500 more than required given additional BART/off-site spaces available.
- BART parking lot will have 2,000 spaces, plus room for expansion. BART parking demand is very low during evenings and weekends allowing 1,500 spaces to be available for Ballpark parking.
- 2,000 parking spaces are assumed to be available from existing businesses surrounding the Ballpark site within a 15 minute walk.

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# II. Executive Summary

## **Infrastructure Requirements**

The site is well positioned for intensive development:

- Site is surrounded by large water mains providing ample flow and pressure.
- Sanitary sewer capacity is ample because of the previous high volume discharge capacity built for the NUMMI plant.
- Storm drains with sufficient capacity exist in Fremont Boulevard to drain the site.
- Power for the Ballpark would be supplied from existing utility infrastructure within surrounding roadway system.



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## II. Executive Summary

### **Political Support**

The NUMMI site, and its re-use, is receiving a great deal of attention from all levels of government. Federal, State, County and City officials worked together in an attempt to keep the plant open. Since the closure announcement, efforts have been focused on worker assistance and attracting new investment to the site. The potential designation of the NUMMI site as a “Priority Development Area” by the Association of Bay Area Governments is indicative of the political support anticipated for Ballpark development on the site.

City staff believes that a Ballpark project would serve as a much-needed catalyst for the redevelopment of the NUMMI site and surrounding properties. It is located in an area that is poised for significant growth and has great potential. A project of this scope would promote future job generation near transit, as well as provide family-oriented entertainment and other amenities to the community and region.

Over the past several years, the City has demonstrated a commitment to working with the A’s to develop a world class Ballpark in Fremont, dedicating substantial resources and expertise to this effort. If Major League Baseball and the A’s are interested in pursuing the proposed conceptual approach, City staff will immediately seek Council support to commence official discussions and will work cooperatively with MLB and the A’s in considering a Ballpark at this key site.

In order to ensure community participation and input, City staff will recommend the Ballpark project be brought to a public vote in the November 2010 election.

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## II. Executive Summary

### Schedule

Date	Action
Spring 2010-August 2011	City considers approval of Ballpark land use entitlements, Redevelopment Plan, and Ballpark Development Agreement including appropriate California Environmental Quality Act (CEQA) documentation.
September 2011-February 2013	Acquire/assemble site, prepare working drawings and obtain permits and construction contracts for Ballpark and on- and off-site infrastructure.
March 2013-March 2015	Construction of Ballpark and on- and off-site infrastructure.
Opening Day 2015	<b>Play Ball!</b>

### III. Land Acquisition



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# III. Land Acquisition

Substantially all of the Ballpark site (114 of the 120 acres) is under NUMMI ownership.

While efforts are underway to secure a user for its existing plant, the 114 acre vacant portion of the site is not necessary for future plant re-use. NUMMI may be open to opportunities for re-use of the site and has expressed a willingness to discuss proposals which would serve as a catalyst for site development and would benefit its shareholders. We believe that a land purchase for this site would be relatively straightforward.

In earlier efforts to build a Ballpark in Fremont, Alameda County was a potential partner. We believe that Alameda County may view Ballpark development on the NUMMI site as an investment. If authorized by the City Council, City staff would approach Alameda County to acquire the land. The County (or a JPA) would own the land during the term of the Ballpark lease. Upon termination of the lease, the County would own the land.



## IV. Project Description



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# IV. Project Description

The NUMMI site offers a variety of unique advantages for Major League Baseball, including:

## **A Large Site with Unified Ownership**

The site includes approximately 120 acres, substantially all of which is owned by NUMMI. With the impending closure of the auto plant, NUMMI is likely to release the site for development. At the same time, because the Ballpark would be located on vacant land that was formerly a buffer between NUMMI and nearby businesses, development of the Ballpark would not preclude re-use of the plant should that become economically viable.

## **Opportunity to Create a Destination Development**

The proposed development concept is to establish a world-class destination for entertainment, mixed among retail, restaurants, offices, research and development, and manufacturing south of the Ballpark. The core development is expected to occur over a ten year timeframe with the Ballpark opening in 2015.

## **Development Flexibility**

The site offers extraordinary development flexibility with significant land available on, and adjacent to, the NUMMI site.

## LOCATION



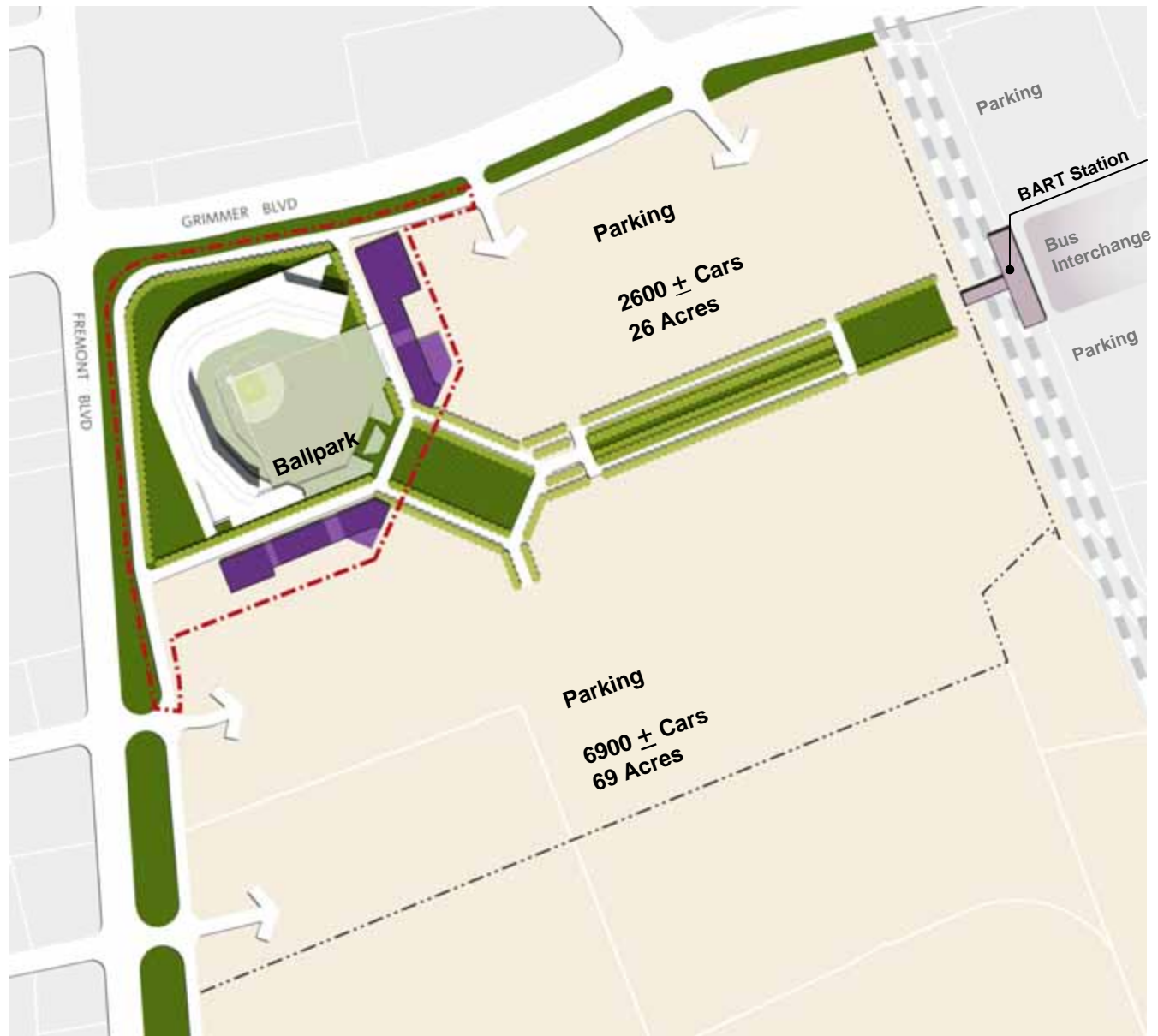
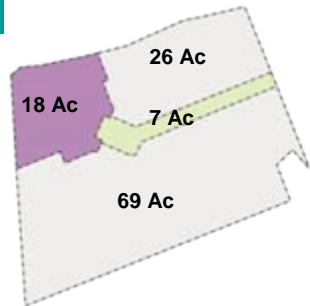
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# IV. Project Description

## **Phase 1A**

Phase 1A of the Ballpark complex will include a 36,000 seat facility, 250,000 square feet of administrative offices, Ballpark-related retail and concessions, a Central Plaza and a seven-acre Pedestrian Promenade connecting to a new pedestrian overpass to the upper level of the new BART Station. The Promenade will be a tree-lined walkway designed to energize the retail and restaurant core of the Ballpark project. On game days the Promenade could be lined with festive private tents or rotating displays and activities similar to Yawkey Way and Eutaw Street. This phase will include 9,500 parking spaces on-site.

## PHASE 1A



 Phase I A – Ballpark + Parking

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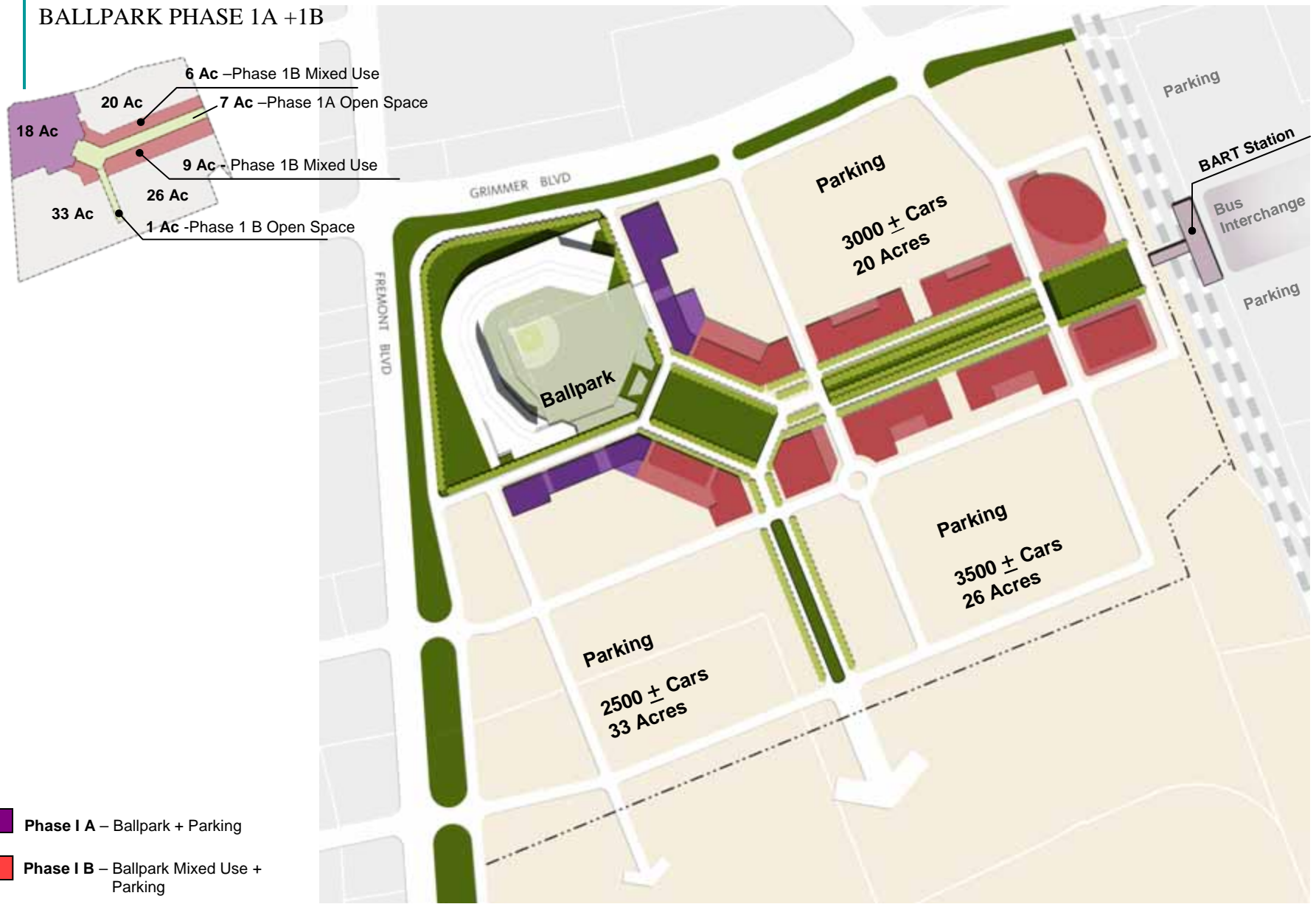
# IV. Project Description

## **Phase 1B**

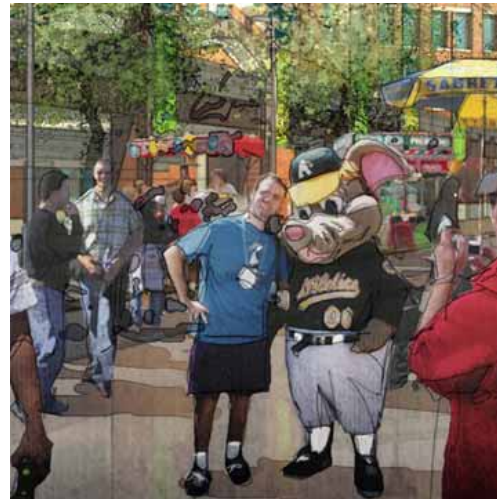
Phase 1B development is expected to begin after Opening Day as a result of the synergistic opportunities that will flow from the activity and entertainment destination of the Ballpark. Phase 1B is expected to include up to 920,000 square feet of land and building area devoted to office, retail, and restaurant development along the promenade. These new uses will be high density with the majority of their parking needs accommodated on-site. Through a more efficient parking program, Phase 1B will retain 9,000 surface parking spaces on-site for the Ballpark.



## BALLPARK PHASE 1A +1B



# IV. Project Description



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# IV. Project Description

## **Future Development**

Depending upon the re-use of the existing NUMMI facility, future development of the area could expand to create a 262 acre vibrant, urban entertainment destination with the A's Ballpark situated as the area's crown jewel. The Ballpark district could potentially include another 250,000 square feet of retail, 1.8 million square feet of office, and 120,000 square feet of hotel with structured parking for these non-ballpark uses. At full build-out of the Ballpark district, residential development is likely to be added east of the site along with the reuse of 3.47 million square feet of the NUMMI facility south of the site.

## **A Flexible Development Plan**

The proposed site plan can be modified, expanded, and revised based on input from the A's, MLB, the community, staff and Council. Once the Ballpark is developed, the site design allows for flexibility in architecture, urban design, and construction phasing that responds to changes in market demand. In particular, surface parking in the initial design can be developed over time as BART is extended to San Jose and Ballpark parking needs are reduced.

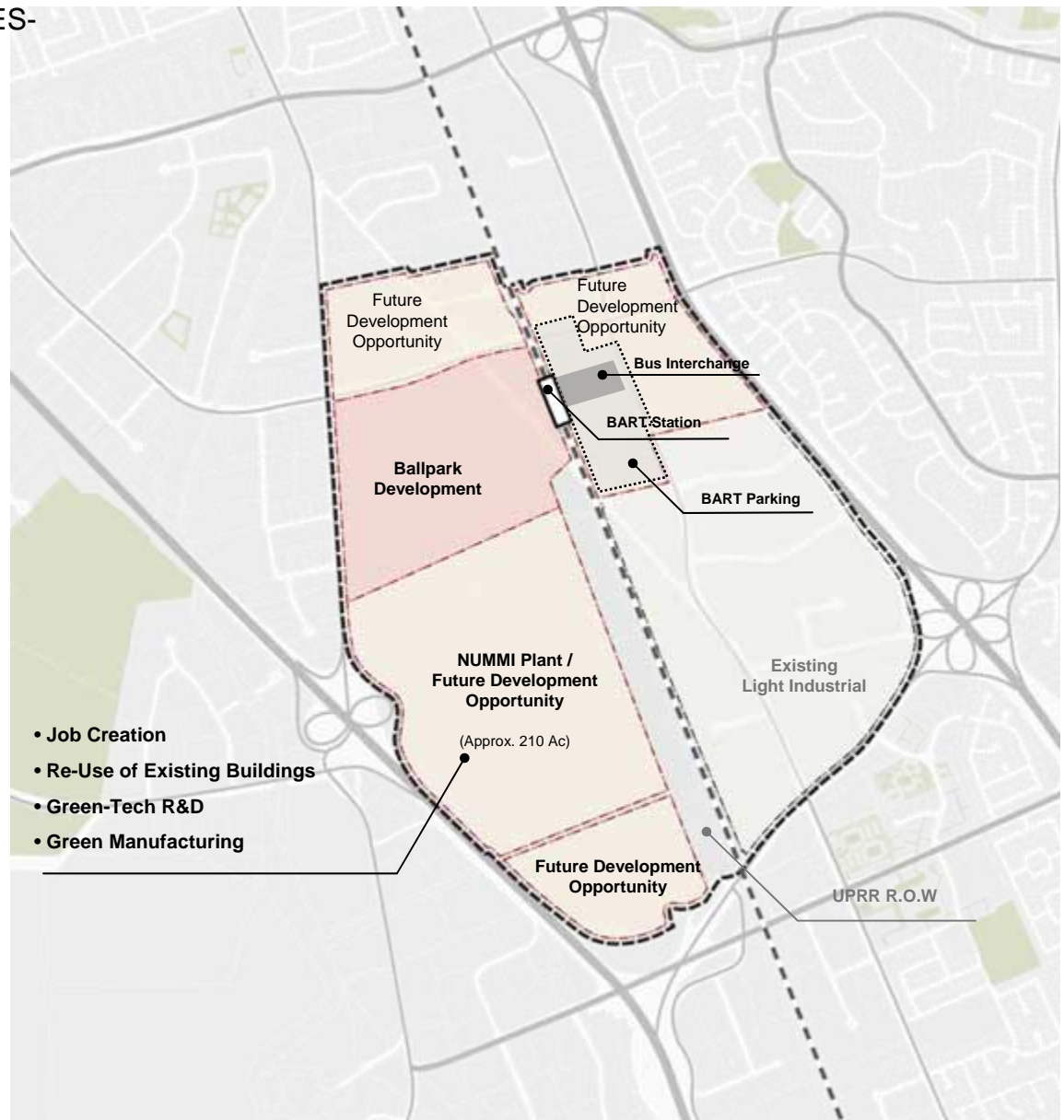
Please see Appendix A for renderings of an alternative Ballpark location on the site.



## FUTURE DEVELOPMENT OPPORTUNITIES- PHASE 1B



## FUTURE DEVELOPMENT OPPORTUNITIES- LONG TERM



## V. Conceptual Deal Structure



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# V. Conceptual Deal Structure

## Conceptual Deal Structure

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▪ Annual Rent	\$1,000,000
▪ Ticket Surcharge	\$1.00
▪ Ballpark Revenues	A's
▪ Ballpark Operating Expenses	A's
▪ Ballpark Capital Repairs/Improvements	A's
▪ Municipal Services (Police/Traffic/Fire)	A's
▪ Parking Revenues	75% to A's / 25% to Public Sector

The conceptual deal structure is also consistent with the General Guidelines established by the City Council in connection with the A's Pacific Commons Ballpark Village project.



# V. Conceptual Deal Structure

## Conceptual Lease Terms

<b>Ballpark Ownership</b>	To Be Determined	
<b>Ballpark Management</b>	Team	
<b>Lease Term</b>		
Base (Years)		30
Extensions / Years		7 / 3
<b>Ballpark Rent</b>		
Base Rent		\$1,000,000
Annual Escalation		3.00%
<b>Ballpark Surcharge</b>		
Ticket Surcharge (Per Ticket)		\$1.00
Annual Escalation		2.00%
<b>Ballpark Revenues</b>	<b><u>Public Share</u></b>	<b><u>Team Share</u></b>
Concessions	0.0%	100.0%
Novelties	0.0%	100.0%
Advertising - Game Day	0.0%	100.0%
Advertising - Permanent	0.0%	100.0%
Naming Rights	0.0%	100.0%
Parking	25.0%	75.0%
Luxury Suites - Tickets	0.0%	100.0%
Luxury Suites - Premium	0.0%	100.0%
Club Seats - Tickets	0.0%	100.0%
Club Seats - Premium	0.0%	100.0%
Other Events - (1)	0.0%	100.0%
<b>Ballpark Expenses</b>		
Game Day Operating Expenses	0.0%	100.0%
Annual Operating Expenses	0.0%	100.0%
Capital Repairs/Replacement	0.0%	100.0%
Municipal Services (Police, Traffic, Fire, Etc.)	0.0%	100.0%

(1) City or potential JPA shall have the right to host civic/community oriented events with attendance under 8,000 at the stadium. City or JPA to retain revenues and pay costs associated with its events.

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# V. Conceptual Deal Structure

## **Ballpark Ownership and Governance**

Because of the potential involvement of Alameda County in land acquisition and the City's Redevelopment Agency in infrastructure development, a form of public ownership of the Ballpark may be advantageous and the creation of a Joint Powers Authority (JPA) should be considered. The final ownership structure and the purpose, powers and members of the JPA will be mutually determined by the parties.

## VI. Conceptual Financing Plan



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# VI. Conceptual Financing Plan

## Project Costs

Public agencies would provide the A's with a clean site for the Ballpark and necessary on-site and off-site infrastructure improvements.

## Land Acquisition

As described previously, if authorized by the City Council, City staff would approach Alameda County to acquire the land. The County (or JPA) would own the land during the term of the Ballpark lease. Upon termination of the lease, the County would own the land. The sources and uses of funds summary assumes the land acquisition funds from the County would equal the costs of acquisition.

## Ballpark Development

The A's would be responsible for all Ballpark development and construction costs. The City will not provide any direct funding for the Ballpark. The sources and uses of funds summary assumes the Ballpark development funds from the A's would equal the costs.

# VI. Conceptual Financing Plan

## Project Costs

### Off-Site Infrastructure – General Projects (Funded)

The City and other public sector sources have approved several major infrastructure projects in connection with the development of the Warm Springs BART extension and other projects. The City and other public sector sources have already committed approximately \$90.6 million to fund these projects. The NUMMI site will benefit from these projects. These projects will be completed by 2014. It is worth noting that the site will also benefit from a number of major infrastructure projects that have recently been completed or will be completed by 2010 totaling in excess of \$220 million.

<b>Off-Site Infrastructure - General</b>			
<u>Description</u>	<u>Sources (Funded Projects)</u>	<u>Complete</u>	<u>Amount</u>
Widen Osgood Road (Washington to South Grimmer)	Fremont Gas Tax & Traffic Impact Fees/Federal	2012	\$3,500,000
Widen Warm Springs Boulevard (South Grimmer to Corporate Way)	BART Project	2014	\$4,500,000
Widen Warm Springs Boulevard (Corporate Way to Brown Road)	Fremont Traffic Impact Fees	2014	\$5,000,000
Osgood/Warm Springs Intersection Improvements	BART Project	2014	\$600,000
Widen Mission Boulevard (Warm Springs Boulevard to I-880)	Fremont RDA/Alameda County Transportation Agency/State	2014	\$77,000,000
<b>Total (Off-Site Infrastructure - General)</b>			<b>\$90,600,000</b>

# VI. Conceptual Financing Plan

## Project Costs (Continued)

### Off-Site Infrastructure – General/Project Specific Projects (To Be Funded)

City staff, Gensler and Bernards have identified a number of off-site infrastructure projects that will support the redevelopment of the NUMMI site in general and the Ballpark project specifically. The costs for these projects have been estimated at approximately \$17.0 million. The City could fund these improvements through a combination of tax increment, project sources, and other dedicated infrastructure sources.

<b>Off-Site Infrastructure - General/Project Specific</b>			
<u>Description</u>	<u>Sources</u>	<u>Complete</u>	<u>Amount</u>
Fremont/South Grimmer Intersection Improvements	Traffic Impact Fees	2015	\$1,035,000
Auto Mall/South Grimmer Intersection Improvements	Traffic Impact Fees	2015	\$350,000
Mission/Warm Springs Intersection Improvements	Traffic Impact Fees	2015	\$350,000
Auto Mall/Osgood Intersection Improvements	Traffic Impact Fees	2015	\$3,450,000
Warm Springs Boulevard/Warm Springs Court Intersection Improvements	Traffic Impact Fees	2015	\$380,000
I-880 Northbound On-Ramp from Fremont Boulevard	Bridge Benefit Funds	2015	\$500,000
I-680/Mission Boulevard Interchange Between I-680 and Brown Road	Gas Tax	2015	\$485,000
Expand Fiber Optic Backbone at Fremont and South Grimmer	Traffic Impact Fees	2015	\$810,000
Add CCTV Cameras (5 Intersections)	Gas Tax	2015	\$100,000
Add Changeable Message Signs (6 Street Locations/4 Freeway Locations)	Gas Tax	2015	\$710,000
Raise High Voltage Lines	Tax Increment Financing/Project Funding Sources	2015	\$350,000
Bridge to BART	Tax Increment Financing/Project Funding Sources	2015	<u>\$8,470,000</u>
<b>Total (Off-Site Infrastructure - General/Project Specific)</b>			<b>\$16,990,000</b>

# VI. Conceptual Financing Plan

## Project Costs (Continued)

### On-Site Infrastructure – General/Project Specific Projects (To Be Funded)

City staff, Gensler and Bernards have identified a number of on-site infrastructure projects that will support the redevelopment of the NUMMI site in general and the Ballpark project specifically. The costs for these projects have been estimated at approximately \$62.2 million. The City could fund these improvements through a combination of tax increment, project sources, and other dedicated infrastructure sources.

<b>On-Site Infrastructure</b>			
<u>Description</u>	<u>Sources</u>	<u>Complete</u>	<u>Amount</u>
Northwest Parking	Tax Increment Financing/Project Funding Sources	2015	\$16,883,686
Refurbish South Parking Lot	Tax Increment Financing/Project Funding Sources	2015	\$21,118,644
Pedestrian Promenade	Tax Increment Financing/Project Funding Sources	2015	\$12,741,727
Frontage Road and Landscaping	Tax Increment Financing/Project Funding Sources	2015	\$6,950,409
Site Utilities Infrastructure	Tax Increment Financing/Project Funding Sources	2015	\$4,459,185
<b>Total (On-Site Infrastructure)</b>			<b>\$62,153,651</b>



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# VI. Conceptual Financing Plan

## Redevelopment Area Designation

- California Redevelopment Law enables the City and its Redevelopment Agency (RDA) to employ property tax increment financing to generate substantial funding for Ballpark-related on-site and off-site public infrastructure.
- Staff can prepare a Redevelopment Plan for consideration of adoption by City Council that would establish a redevelopment project area (Project Area) that would include the NUMMI site and redevelopment-eligible nearby Warm Springs BART area properties.
- A draft Redevelopment Plan can be prepared for consideration of adoption and effectiveness in Summer 2011 (see Proposed Schedule, Appendix I).
- A Redevelopment Plan can authorize the RDA to collect Project Area tax increment, issue bonds and incur other debt secured by tax increment. The RDA can apply tax increment and debt proceeds toward costs of Ballpark infrastructure, including:
  - ✓ Publicly owned on-site parking and access improvements serving the Ballpark.
  - ✓ Off-site public transportation improvements owned by the City or other public agencies that serve the Ballpark and surrounding Project Area.

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# VI. Conceptual Financing Plan

## **Tax Increment Financing – Ballpark (Phase 1A)**

- The RDA could potentially pledge net tax increment from Ballpark development to generate approximately \$30 million of net funds for Ballpark infrastructure costs, as follows:
  - ✓ A's would pay property or possessory interest tax on the Ballpark, which would generate tax increment to the RDA.
  - ✓ The RDA could potentially pledge approximately 50% of the tax increment received from the Ballpark toward costs of Ballpark infrastructure.
  - ✓ The RDA pledge of net tax increment could potentially be capitalized to create upfront Ballpark infrastructure funding through issuance of bonds or an agreement to repay A's or other master developer for advance payment of such Ballpark infrastructure costs.
  - ✓ Assuming Ballpark assessed value of \$500 million, the RDA pledge could potentially generate approximately \$30 million of net bond proceeds (or private developer advance).

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# VI. Conceptual Financing Plan

## **Tax Increment Financing – Ancillary Development (Phase 1B)**

- Should the financing plan require additional funding, under a master development agreement with the A's development affiliate or other qualified private developer (Developer), the RDA could potentially pledge net tax increment from Phase 1B ancillary development to generate approximately \$19 million of net funds for Ballpark infrastructure costs, as follows:
  - ✓ Phase 1B contemplates the development of approximately 920,000 square feet of land and building area devoted to office, retail, and restaurant development along the promenade.
  - ✓ The RDA could potentially pledge approximately 50% of the tax increment received from property tax toward costs of infrastructure.
  - ✓ The RDA could potentially pledge the net tax increment from the Phase 1B Development to the Developer to reimburse Developer for advance of funds to pay Ballpark-related infrastructure costs.
  - ✓ Assuming assessed value of \$311 million, the RDA pledge could potentially generate approximately \$19 million of Developer advance to pay upfront Ballpark-related infrastructure costs.

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# VI. Conceptual Financing Plan

## **Other Project Funding Sources**

- In addition to tax increment financing sources, there are a variety of other sources that could potentially be dedicated to fund project infrastructure costs, including:
  - ✓ Traffic Impact Fees – Project generated traffic impact fees may be dedicated to fund certain eligible costs.
  - ✓ Gas Tax – Gas tax revenues may be dedicated to fund certain eligible costs.
  - ✓ Bridge Benefit Funds – Bridge benefit funds may be dedicated to fund certain eligible costs.
  - ✓ Project Funding Sources – Project generated sources may be capitalized to fund certain costs. Credit enhancement to be required. Issuer to be determined. Funding sources may include:
    - Rent
    - Ticket Surcharge
    - Parking Revenues (Public Sector Portion)

# VI. Conceptual Financing Plan

<b>Sources of Funds</b>		
Oakland Athletics: Ballpark		\$500,000,000
Alameda County: Land Acquisition	Investment to Equal Cost	
City of Fremont/Other: Off-Site Infrastructure (General) - (1)		\$90,600,000
Fremont Gas Tax & Traffic Impact Fees/Federal	\$3,500,000	
BART Projects	\$5,100,000	
Fremont Traffic Impact Fees	\$5,000,000	
Fremont Redevelopment Agency/Alameda County Transportation Agency/State of California	\$77,000,000	
City of Fremont/Project Sources: Off-Site Infrastructure (General/Project Specific)		\$16,990,000
Project Traffic Impact Fees	\$6,375,000	
Gas Tax	\$1,295,000	
Bridge Benefit Funds	\$500,000	
Project Funding Sources (Rent/Surcharge/Parking)	\$8,820,000	
City of Fremont/Project Sources: On-Site Infrastructure		\$62,170,000
Tax Increment Financing - Ballpark	\$30,568,000	
Project Funding Sources (Rent/Surcharge/Parking)	\$29,002,000	
Grade Separation Project Savings (Unencumbered)	\$2,600,000	
<b>Total - Sources of Funds</b>		<b>\$669,760,000</b>

<b>Uses of Funds</b>		
Ballpark		\$500,000,000
Land Acquisition - (1)	To Be Determined	
Infrastructure		\$169,743,651
Off-Site - General	\$90,600,000	
Off-Site - General/Project Specific	\$16,990,000	
On-Site - Project Specific	\$62,153,651	
<b>Total - Uses of Funds</b>		<b>\$669,743,651</b>

<b>Net Surplus/(Deficit)</b>	<b>\$16,349</b>
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(1) - Reflect projects already approved and funded.

## VII. Accessibility



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# VII. Accessibility

## Access to Mass Transit

- The site has excellent access to new Warm Springs BART station to be completed in 2014 (see Appendix B).
- Depending on chosen location, Ballpark will be within 800 to 1,800 feet of the BART station.
- City will construct a pedestrian access bridge to the Ballpark site from the BART station.
- BART trains will run every 7.5 minutes connecting the Ballpark to the entire Bay Area BART system (see BART map, Appendix B)
- BART ridership to the Ballpark is initially estimated to be 10% of Ballpark capacity, or 3,600 riders per game for a sellout.
- Train storage tracks will be built just south of the BART station so additional trains will be available to accommodate peak capacity when the ballgame is over.
- The station is being built to BART's new standards that provide for improved accessibility with the ability to increase capacity as demand warrants.
- BART is scheduled to be extended 10 miles south to San Jose by 2018. Two new stations in Milpitas and San Jose will provide over 5,600 parking spaces and direct access to Santa Clara County's Light Rail system.
- BART ridership to the Ballpark is expected to grow to 20% when BART is extended to San Jose, reducing parking demand at the Ballpark by approximately 1,440 spaces.



## VII. Accessibility

### BART Extension to South Fremont

#### Subway Contract:

Date	Action
Q1 2007 to Q4 2008	Permits/Agreements/Right Of Way (ROW) Certification & Bid Document Preparation
Q1 2009 to Q2 2009	Advertisement/Award/Notice to Proceed
Q3 2009 to Q1 2013	Subway Construction

#### LTSS Contract:

Date	Action
Q1 2007 to Q3 2009	ROW Certification & Bid Document Preparation
Q4 2009 to Q3 2010	Advertisement/Award/Notice to Proceed
Q3 2010 to Q4 2014	Subway Construction
2014	Start of Revenue Service

# VII. Accessibility

## BART Extension to Milpitas/San Jose

Date	Action
Current and ongoing until Q1 2010	Environmental Document
Q4 2009 to Q1 2013	Design
Q1 2010 to Q2 2015	Right of Way and Utilities
Q4 2012 to Q4 2017	Construction
Q2 2016 to Q1 2018	Testing and Commissioning
Q1 2018 (in time for the 2018 MLB season)	Start of Revenue Service

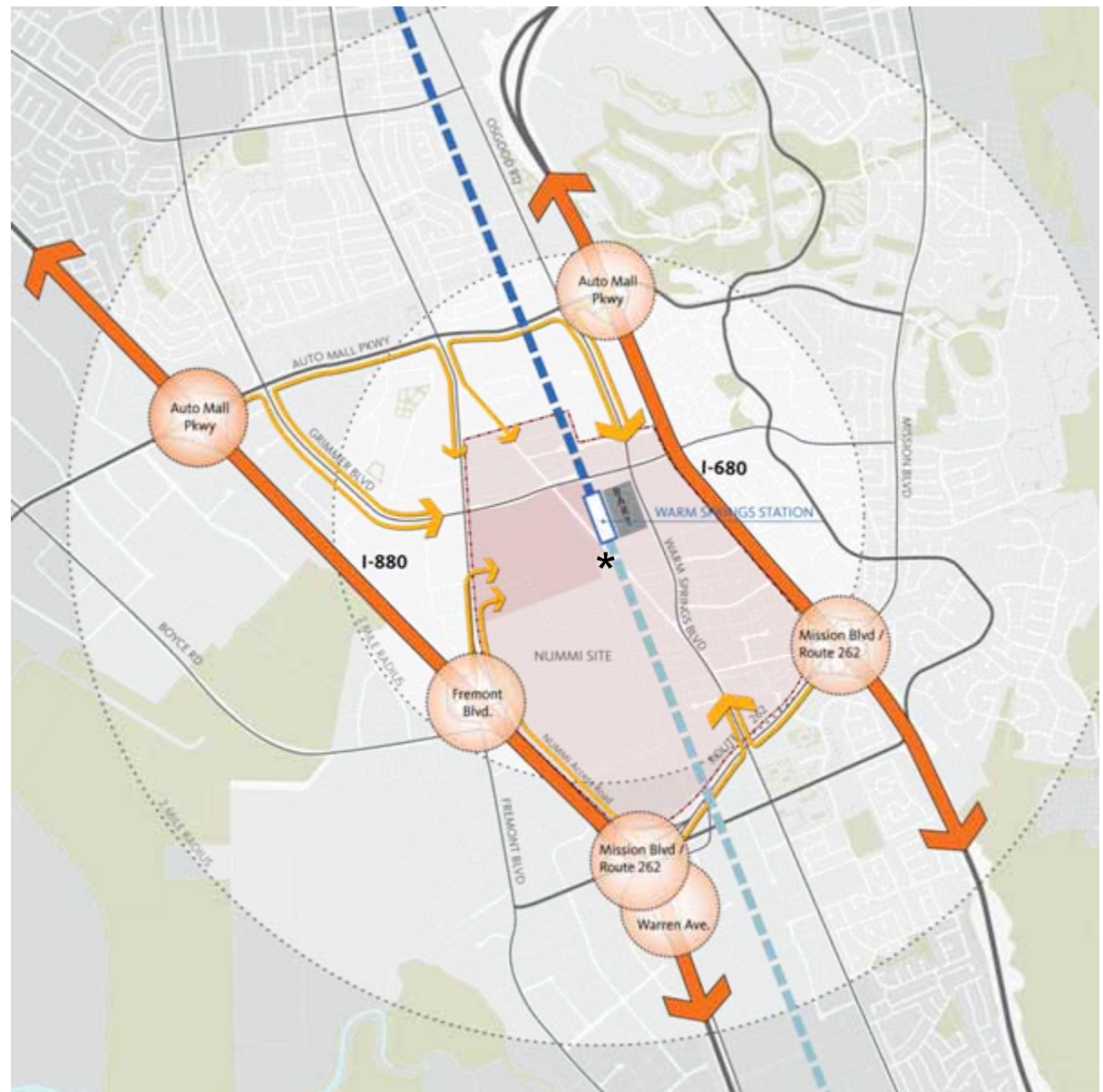
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# VII. Accessibility

## Ingress/Egress

- Regional freeway access to Fremont's Ballpark site is among the best in the Bay Area, situated between two interstate freeways, I-880 and I-680.
- 10 freeway interchanges serve the Ballpark site, six are within 1.5 miles of the site (see Arrival Route Map in Appendix C).
- Direction of arrival for regional auto trips was determined by Hexagon traffic consultants in connection with the previous A's Ballpark project and prepared as part of the project traffic analysis (see Appendix C).
- There are carpool lanes on northbound and southbound I-880 as well as southbound I-680. Capacity exists in these lanes even during evening peak hours, providing excellent access for those who carpool to games (estimated to be 87% of cars).
- The Ballpark site is located adjacent to several major City arterial streets, and can also utilize the NUMMI access road, providing 11 through-lanes to access the site, plus dedicated right and left turn lanes into the site.
- No new streets are required to support Phase 1A of the Ballpark project. Additional internal streets may be added as Phase 1B development occurs.
- Both I-880 and I-680 have recently been expanded or upgraded, as have most of the interchanges accessing the Ballpark site. Fremont also has several funded projects to expand the existing roadways near the site (see Section IX).
- Once existing funded projects are completed, only minor roadway improvements are expected to be required to provide easy access to all on-site and off-site parking areas (see Section VIII).

## PRIMARY SITE ACCESS POINTS



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# VII. Accessibility

## **Traffic Control**

- A traffic management plan would be developed in cooperation with the A's to minimize local congestion and provide easy access to on-site and off-site parking lots.
- Fiber-optic communication lines already exist on several streets near the site and may be expanded to other streets around the Ballpark. All traffic signals in the area are already connected to the City's traffic management center (TMC) and 12 signals have CCTV cameras allowing the City to monitor traffic and control traffic signals from its TMC. Additional cameras will be installed (see Appendix D).
- Existing and new changeable message signs on I-680 and I-880 may be used to efficiently direct traffic to the appropriate interchange to access the Ballpark.
- Before and after ballgames, traffic control officers may be utilized at key intersections, such as Fremont/Grimmer and Old Warm Springs/Grimmer, to provide fast and efficient Ballpark ingress and egress.
- The large Ballpark site provides room for on-site queuing for parking access, minimizing back-ups on the local street system.
- The 1,500 parking spaces available for ballgame patrons at the BART station and the 2,000 off-site spaces would help spread the flow of traffic to the A's controlled parking lots.

## VIII. Parking Plan





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# VIII. Parking Plan

## **Spaces Required and Key Assumptions**

- The parking plan is based on 36,000 fans attending ballgames (sell-out).
- Initially, 10%, or 3,600 fans, are assumed to take BART (MLB Committee assumption).
- 1,200 fans are assumed to use charter buses (MLB Committee assumption).
- The average auto occupancy is assumed to be 2.5 persons (MLB Committee assumption).
- Based on the foregoing assumptions, parking will be needed for 12,480 cars.
- Of the 2,000 parking spaces at the BART Station, 1,500 are assumed to be available for Ballpark patrons during weekend and evening games.
- An additional 2,000 parking spaces are assumed to be available at nearby off-site businesses (MLB Committee assumption).
- Based on these assumptions, approximately 9,000 parking spaces are required on-site.



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# VIII. Parking Plan

## On-Site/Controlled Spaces

- The Ballpark site contains approximately 120 acres of which over half is existing paved surface that requires resurfacing only, avoiding new storm water treatment requirements.
- In Phase 1A, 95 acres of land are available for on-site parking.
- Using a very generous parking ratio of 100 spaces per acre, 9,500 spaces would be provided in Phase 1A – 500 more than required (see Appendix E for parking space calculation).
- In Phase 1B the parking area is reduced to 79 acres, but 9,000 spaces would still be provided by reconfiguring and re-striping the parking lots to provide 114 spaces per acre.
- Because the parking areas are large and rectangular, a very efficient parking layout is possible with an average parking ratio of up to 135 cars per acre. Using this ratio, up to 10,600 spaces could be provided in Phase 1B.
- The site could be fully fenced with special fencing and landscaping along the perimeters adjacent to South Grimmer and Fremont Boulevards. Landscaping could also be provided along the pedestrian path from the BART station to the Ballpark.

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# VIII. Parking Plan

## **BART/Off-Site Parking**

- BART parking lot will have 2,000 spaces, plus room for expansion.
- BART parking demand is very low during evenings and weekends allowing 1,500 spaces to be available for Ballpark parking.
- BART station is designed to allow people to go from the parking lot through the station to the Ballpark site without having to enter the ticketed area of the station.
- 2,000 parking spaces are assumed to be available from existing businesses surrounding the Ballpark site within a 15 minute walk. This is the same assumption used by the MLB Committee (see Appendix C for general location of off-site parking areas).

## IX. Infrastructure Requirements



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# IX. Infrastructure Requirements

## **Off-Site Infrastructure - General**

- Over \$311 million of freeway, interchange and roadway improvements have recently been completed, or are fully funded and will be completed in the next few years, directly improving the access routes to the Ballpark site (See Appendix F).
- No new roadways are expected to be required to serve the Ballpark site in Phase 1. Eleven incoming and eleven outgoing lanes serve the site and all on-site parking circulation would occur inside the parking area.
- Widening Auto Mall Parkway from 2 to 3 lanes in each direction is not required. The previous 2015 traffic analysis completed for the prior A's Ballpark project determined improvements are only needed at the Osgood/Auto Mall intersection, which is being addressed.
- The scope of the widening of Mission Boulevard from 2 to 3 lanes from Brown Road to the I-680 Interchange has been simplified, greatly reducing the cost and still providing 3 lanes in each direction between I-680 and I-880.

# IX. Infrastructure Requirements

## Off-Site Infrastructure – General/Project Specific

- In addition to the fully funded projects shown in Appendix F, the following additional improvements will be required and could be funded by Fremont or grants secured by the City (See Appendix G for details).
- Intersection capacity improvements, including widening and intersection and traffic signal modifications to allow for double left turn lanes and/or double right turn lanes, would be required at the following intersections (it is expected that no additional property will be required):

Improvement Location	Cost
Fremont at Grimmer	\$1,035,000
Auto Mall at Grimmer	\$350,000
Mission at Warm Springs	\$350,000
Auto Mall at Osgood	\$3,450,000
Warm Springs Blvd. at Warm Springs Court	\$380,000

- To allow for increased access to and from I-680 and I-880, minor interchange improvements would be required and paid for by the City at the following locations:
  - ✓ I-880 northbound on-ramp from Fremont Blvd. = \$500,000
  - ✓ I-680/ Mission Blvd. Interchange between east side of interchange and Brown Rd. = \$485,000

# IX. Infrastructure Requirements

## Off-Site Infrastructure – General/Project Specific (Continued)

- In addition to roadway capacity improvements, the following intelligent transportation system improvements could be installed and funded by Fremont (a total of \$1,620,000) to expand the existing capability to remotely monitor and control all key traffic signals in the vicinity of the Ballpark (see Appendix D).
  - ✓ Expand fiber optic communications backbone on Fremont and Grimmer = \$810,000
  - ✓ Expand existing network of CCTV cameras at five new intersections = \$100,000
- The City could also install Changeable Message Signs (CMS) for game day traffic control, way finding and parking guidance:
  - ✓ Install CMS at six locations on City streets near the ballpark = \$510,000
  - ✓ Install CMS at four locations on adjacent freeways = \$200,000
- The City will construct the bridge from the Warm Springs BART station to the Ballpark site at a cost of \$8.47 million. The estimate includes ramps, elevators and an allowance for improvements in the BART station to increase capacity.

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# IX. Infrastructure Requirements

## **On-Site Infrastructure- General/ Project Specific**

Gensler and Bernards have prepared estimated costs for required on-site infrastructure (See Appendix H). Key assumptions for infrastructure costs are listed below:

- The new, northeast parking lot will be constructed with new pavement, storm water treatment, storm drain system, lighting, striping and directional signs. All buildings on the site will be removed and the area paved for parking.
- The south parking lot will be refurbished by placing a rubberized slurry seal coat over the entire paved surface. All existing buildings on the site will be removed and the area paved for parking.
- The South Grimmer and Fremont Boulevard frontages will be improved with wrought iron fencing, sidewalks, perimeter landscaping and irrigation with large box trees, shrubs and ground cover.
- The Pedestrian Promenade would be approximately 100 feet wide and include decorative paving, extensive landscaping with planter and seat walls, irrigation, drainage systems, and lighting, plus water, power, data lines and security features for vendor booths along the Promenade.



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# IX. Infrastructure Requirements

## **On-Site Infrastructure (continued)**

- The large Central Plaza will include extensive landscaping with planter and seat walls, irrigation, a water feature, a gazebo, site furniture, background audio system, signs and graphics, and retail merchandise kiosks.
- All utilities are assumed to be brought to the ballpark perimeter and fire water service and hydrants installed in all parking lots.
- All site design and preparation has been included with allowances for surveying, contractor general conditions, insurance and fees, plus contingencies.
- Because the site is either unimproved or a predominantly paved area, hazardous material remediation is assumed to be minimal.

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# IX. Infrastructure Requirements

## **Utilities - Water**

- Anticipated usage of new Ballpark is approximately 65,000 gallons per day based on similar venues.
- Site is surrounded by large water mains providing ample flow and pressure.
- Water distribution mains exist in Lopes Court, Grimmer Boulevard and Fremont Boulevard and are adequate to supply the Ballpark.
- Based on data collected by the Alameda County Water District, the existing water mains will be able to provide ample domestic and fire flow to the site.

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# IX. Infrastructure Requirements

## Utilities – Sewer

- Current use discharges approximately 980,000 gallons per day to the sanitary sewer system (Union Sanitary District system capacity study – November 2008).
- Sanitary sewer capacity is ample because of the previous high volume discharge capacity built for NUMMI.
- Large trunk mains exist on Fremont Boulevard and Grimmer Boulevard collection mains exist on Fremont Boulevard and Lopes Court.
- Based on existing capacity and Ballpark requirements, the Ballpark use would not require a capacity study.

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# IX. Infrastructure Requirements

## Utilities – Storm Drain

- Storm drains exist in Fremont Boulevard to drain the site.
- Storm water runoff from the site flows to an existing storm drain in Fremont Boulevard and passes beneath Interstate 880 through a box culvert before discharging to an Alameda County Flood Control channel.
- The site is classified on the FEMA flood hazard maps as being outside the 100 year and 500 year floodplain.
- Hydromodification standards do not apply to the project site because the storm water flows from an enclosed pipe system to a tidal creek that is exempt.

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# IX. Infrastructure Requirements

## **Utilities – Power**

- Power for the Ballpark would be supplied from existing utility infrastructure within surrounding roadway system.
- Existing high voltage lines terminate at an existing substation on the NUMMI site. While the new Ballpark is not expected to require use of the existing substation, this high capacity power facility is an important asset to future users of the site.
- The high voltage lines need to be raised on either side of the proposed BART pedestrian bridge to provide adequate clearance at an estimated cost of \$350,000.

## **Utilities – Ground Water**

- Based on water elevations measured in monitoring wells in the southwest portion of the NUMMI site, ground water is expected to be approximately ten to twenty feet below the surface trending deeper from west to east across the site. Borings during the preliminary design phase will refine the depth at the actual Ballpark location.

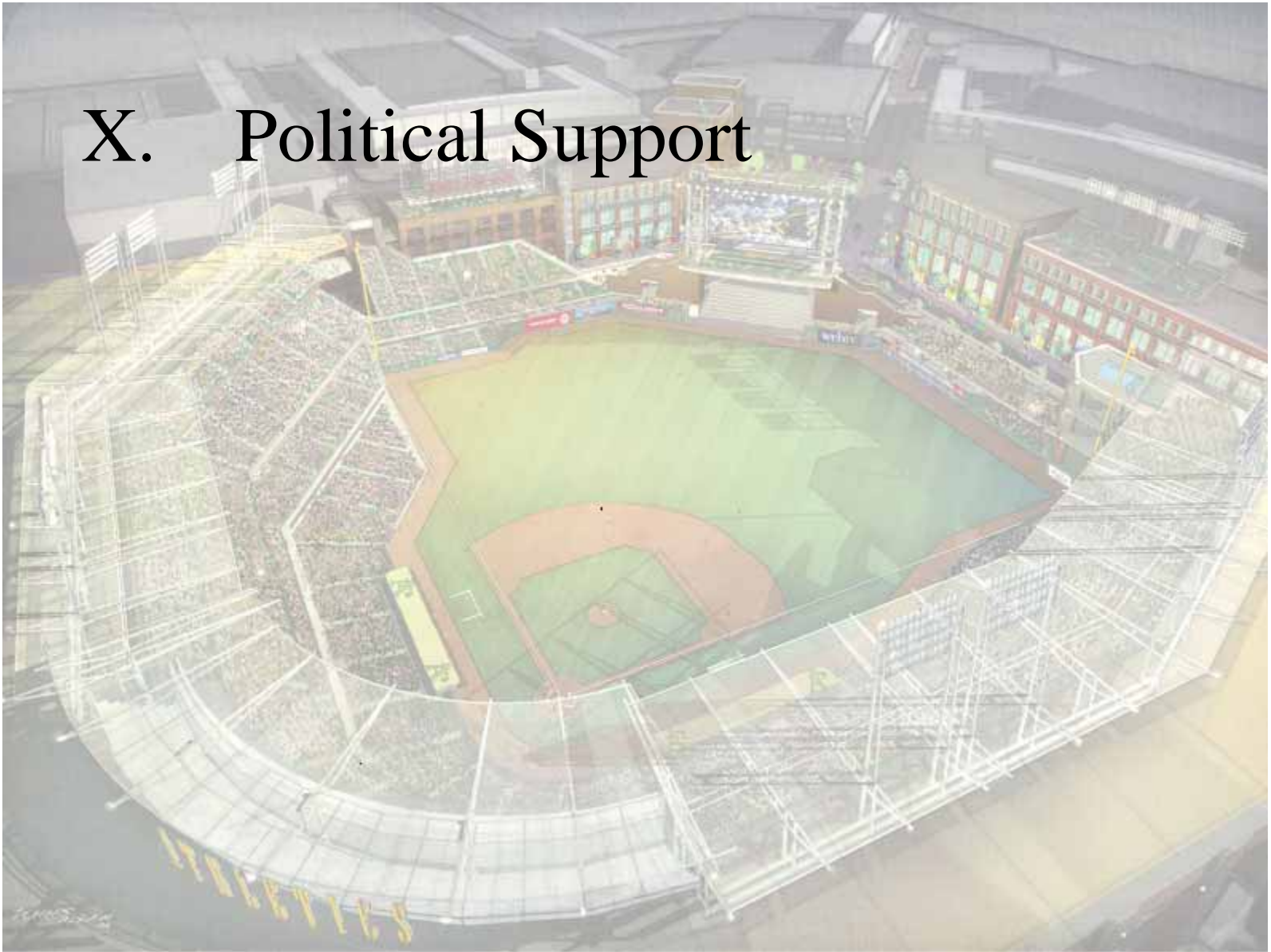
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# IX. Infrastructure Requirements

## **Hazardous Materials**

- Potential hazardous materials constraints will be more fully assessed as part of the NUMMI plant closure process. We understand that a formal Phase 1 Environmental Site Assessment is underway and the hazardous material facility closure notification was received November 30, 2009. Since each of the proposed Ballpark locations is on either unimproved lands or paved parking areas surrounding the plant, we do not anticipate significant or atypical environmental impacts.

## X. Political Support





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# X. Political Support

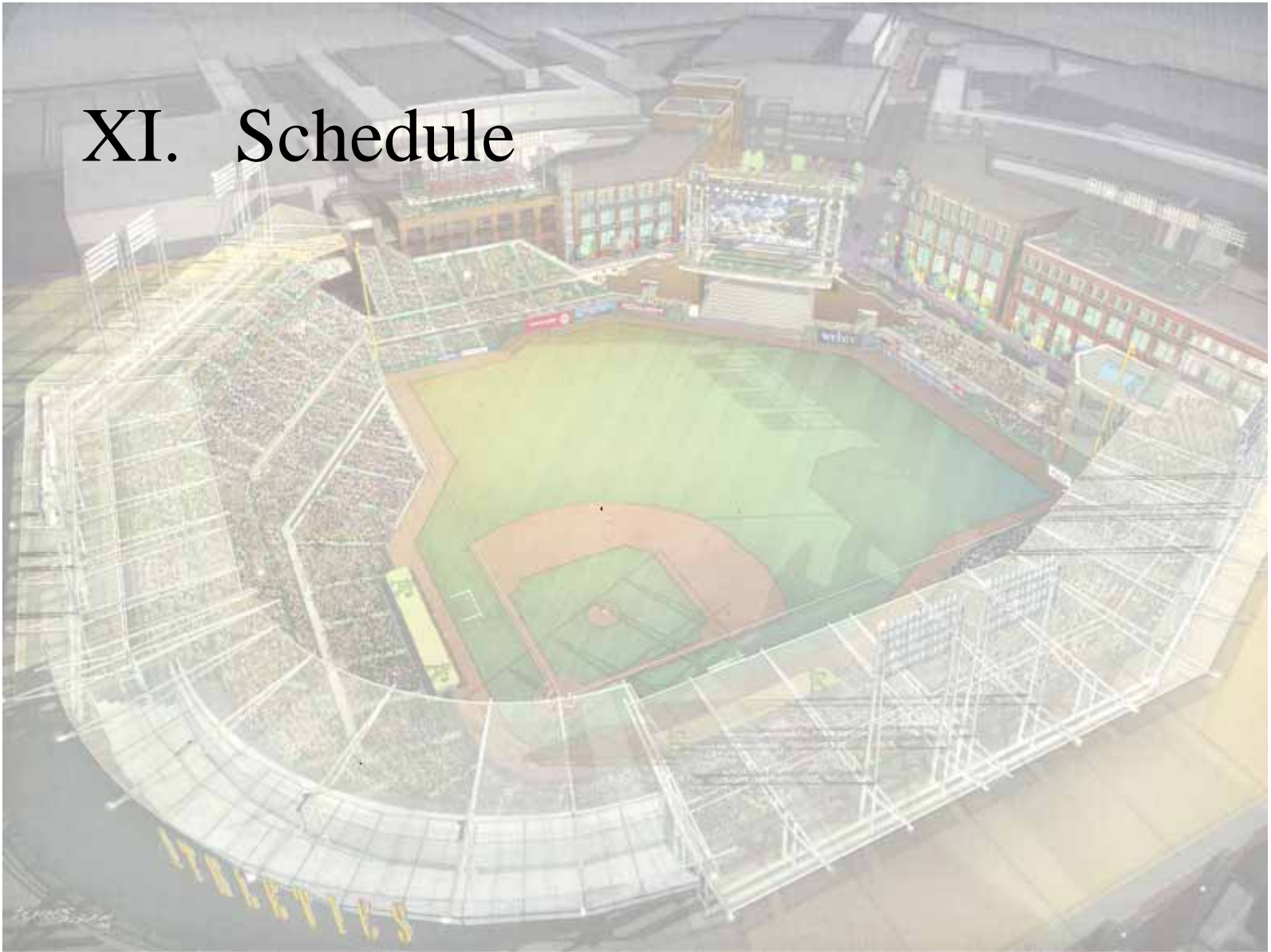
- The NUMMI site, and its re-use, is receiving a great deal of attention from all levels of government. Federal, State, County and City officials worked together in an attempt to keep the plant open. Since the closure announcement, efforts have been focused on worker assistance and attracting new investment to the site. The potential designation of the NUMMI site as a “Priority Development Area” by the Association of Bay Area Governments is indicative of the political support anticipated for Ballpark development on the site.
- City staff believes a Ballpark project would serve as a much-needed catalyst for the redevelopment of the NUMMI site and surrounding properties. It is located in an area that is poised for significant growth and has great potential. A project of this scope would promote future job generation near transit, as well as provide family oriented entertainment and other amenities to the community and region.
- Over the past several years, City staff have demonstrated a commitment to working with the A’s to develop a world class Ballpark in Fremont, dedicating substantial resources and expertise to this effort. If Major League Baseball and the A’s are interested in pursuing the proposed conceptual approach, City staff will immediately seek Council support to commence official discussions and will work cooperatively with MLB and the A’s in considering a Ballpark at this site.

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# X. Political Support

- The City Council established General Guidelines for Ballpark Development in Fremont (Guidelines) in connection with the A's Pacific Commons Ballpark Village project. The conceptual approach set forth in this document is generally consistent with those Guidelines.
- As you may be aware, NUMMI expressed opposition to the A's Pacific Commons Ballpark Village project (and Warm Springs alternative) due to concerns about potential operational issues. With the closing of its manufacturing facility, City Staff believe that NUMMI may now support the Ballpark development since it could potentially serve as a catalyst for redevelopment of its site, while still allowing for re-use of its facility.
- As you may also be aware, some neighborhood residents opposed the Warm Springs alternative proposed by the A's. The proposed Ballpark site is nearly one mile from the residential areas and would have reduced impacts.
- In order to ensure community participation and input, City staff will recommend the Ballpark project be brought to a public vote in the November 2010 election.

# XI. Schedule



# XI. Schedule

Date	Action
Spring 2010-August 2011	City considers approval of Ballpark land use entitlements*, Redevelopment Plan, and Ballpark Development Agreement including appropriate California Environmental Quality Act (CEQA) documentation.
September 2011-February 2013	Acquire/assemble site, prepare working drawings and obtain permits and construction contracts for Ballpark and on- and off-site infrastructure.
March 2013-March 2015	Construction of Ballpark and on- and off-site infrastructure.
Opening Day 2015	<b>Play Ball!</b>

\*Land use entitlements will include General Plan Amendment/Rezoning, Conditional Use Permit, Site Plan and Architectural Review and Environmental Review. For a more detailed schedule, please see Appendix I.